

Handwritten
COLLECTION

WHY JOIN HANDWRITTEN COLLECTION

ACCOR GLOBAL DEVELOPMENT BROCHURE - January 2023

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COLLECTION**



1.

ACCOR GROUP

ACCOR IS A GLOBAL LEADER IN HOTEL MANAGEMENT & FRANCHISE

Accor is a global hotel operator and franchisor as well as a market leader in Europe, Latin America, Middle East & Africa and Asia Pacific outside China.

Accor Network

5,300 HOTELS \ **778,000** ROOMS

Accor Pipeline

1,230 HOTELS \ **212,000** ROOMS

ACCOR'S GLOBAL PRESENCE AND LOCALLY ROOTED OPERATIONS IN 8 HUBS PROVIDE OWNERS WITH REAL BENEFITS

2,400

Hotels under management contract

Powerful brands and distribution & loyalty platform

Strong local operations expertise and support

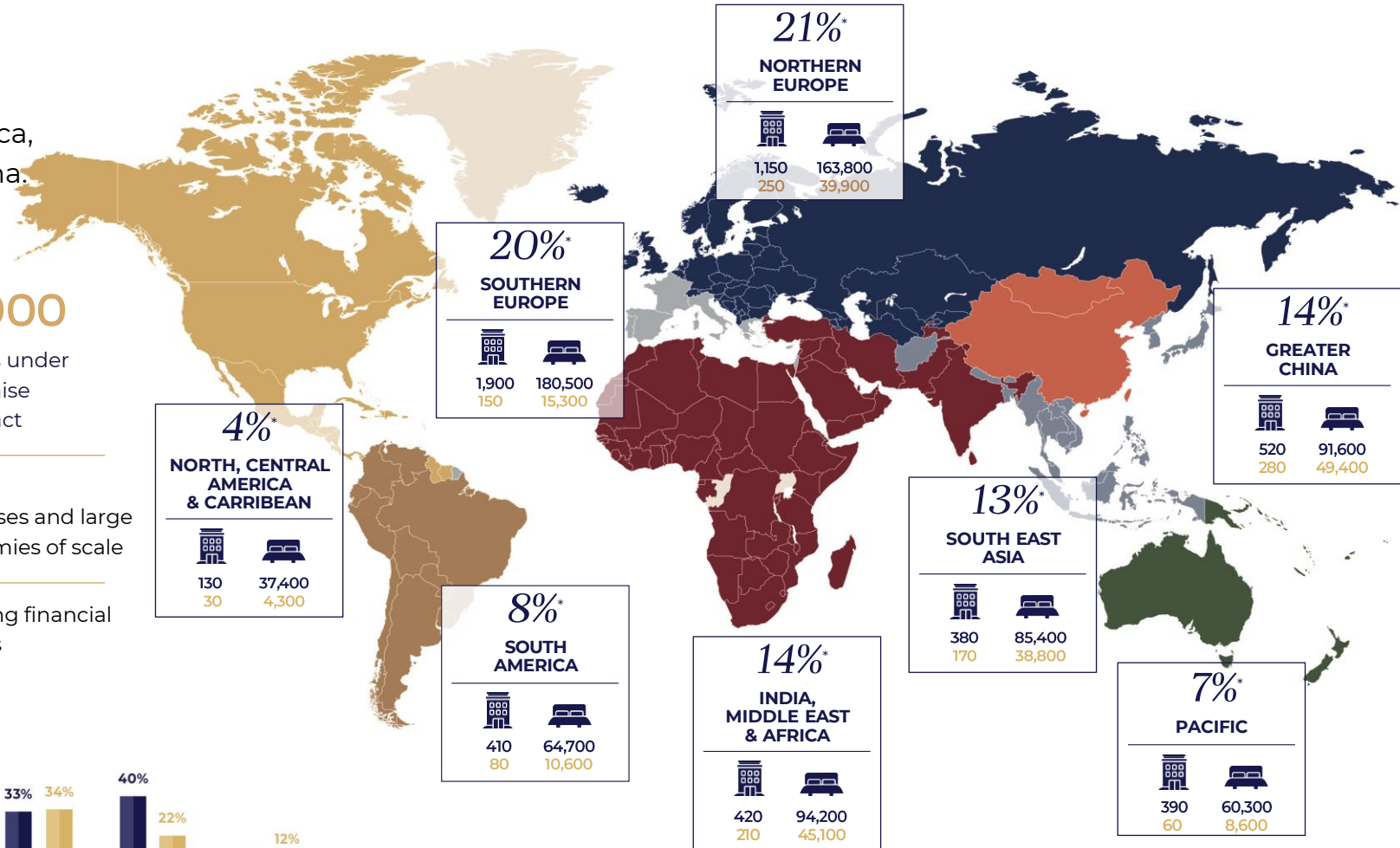
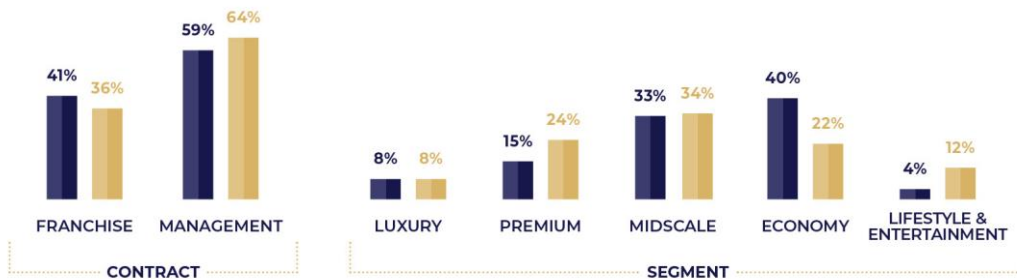
2,900

Hotels under franchise contract

Proven processes and large economies of scale

Ongoing financial returns

ROOMS NETWORK & PIPELINE



* Network + Pipeline
All figures as of end June 2022, including Ennismore brands' figures. Based on number of rooms for hotels and Extended Stay hotels.



BEST ONE STOP SHOP IN THE INDUSTRY

Accor is a global leader across economy, midscale, luxury and lifestyle segments.

40+^{*} HOTEL BRANDS | 110 COUNTRIES

ACCOR BOASTS THE MOST DIVERSIFIED BRAND PORTFOLIO.

From Ultra Luxury to Economy brands From Classic

to Lifestyle brands

From Collections to All Inclusive Resorts brands

From Extended Stay hotels to Branded Private residences

*Including Sofitel Legend, Hotel F1 and Onefinestay and 13 Ennismore Lifestyle hotel brands. Excluding Extended Stay Hotels and Private Branded Residences.

	Ultra Luxury	Luxury	Premium	Midscale	Economy	
CLASSIC						
COLLECTIONS						
RESORTS						

A global portfolio of *entrepreneurial* and *founder-built* brands with *creativity & purpose* at their heart.

14
Brands

87
Open

141
Pipeline

24
Countries

150
Restaurant
& Bars

◆ Heart of the Neighbourhood

2iC
MUSEUM HOTEL

25h
twenty five hours hotels

MAMA
SHELTER

the hoxton



◆ A Cultural Icon

MONDRIAN

MORGANS
ORIGINALS



◆ A Community Workspace

working from _



◆ For Everyone, Everyday

JOE
JOE

TRIBE



◆ An Immersive Experience

DELANO

HYDE

SLS

SOY



◆ One of a Kind

GLENEAGLES



WITH COMPREHENSIVE ACCOR 360° SOLUTIONS FOR OWNERS

When you join Accor, we arm you with powerful brands plus a solid foundation of services to ensure a seamless path of performance.

To navigate even more effectively through today's increasing challenges, we've created Accor 360° Solutions, a powerful range of specialized solutions to help you boost your revenue, optimize your costs, and maximize your return on investment.

Whatever your goals, Accor equips you from every angle, so you can adapt, grow and achieve your true potential.



2.

ACCOR COLLECTION
EXPERTISE

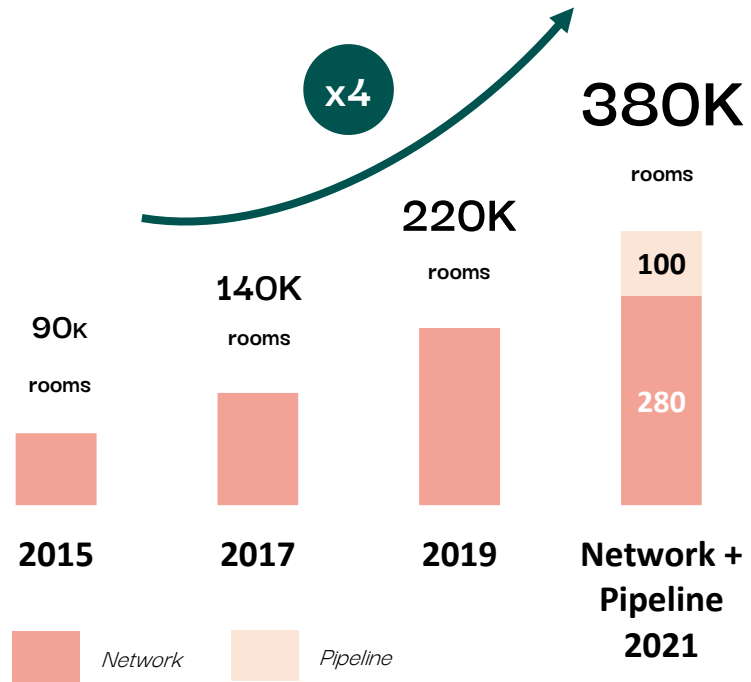
COLLECTIONS ARE ONE OF THE HIGHEST GROWTH HOTEL CATEGORIES

MARKET RAPID GROWTH

- **Growth is exponential and** Collection Brands already represent almost 2% of total branded market, +25% average growth per year

70%

Are conversions and 30% new hotels



Sources: Company publications

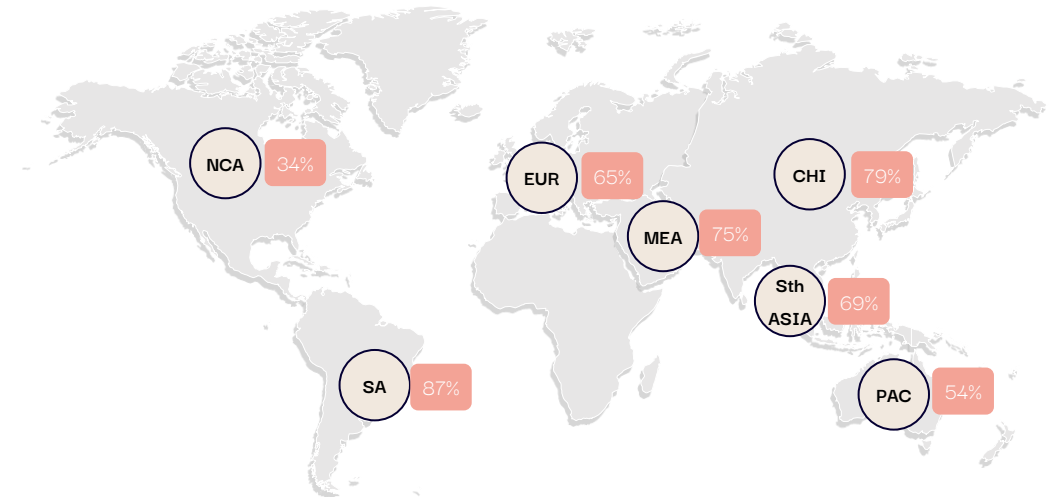
Collection Brands of top 15 international hotel groups

FAVORABLE MARKET TRENDS

- **Rise in Soft Brands in Luxury, Premium and Midscale**
- Many **independent qualitative hotels**, not ready to invest capex especially due to the COVID crisis but **interested by Accor SDL ecosystem.**

70%

of unbranded independent hotels worldwide

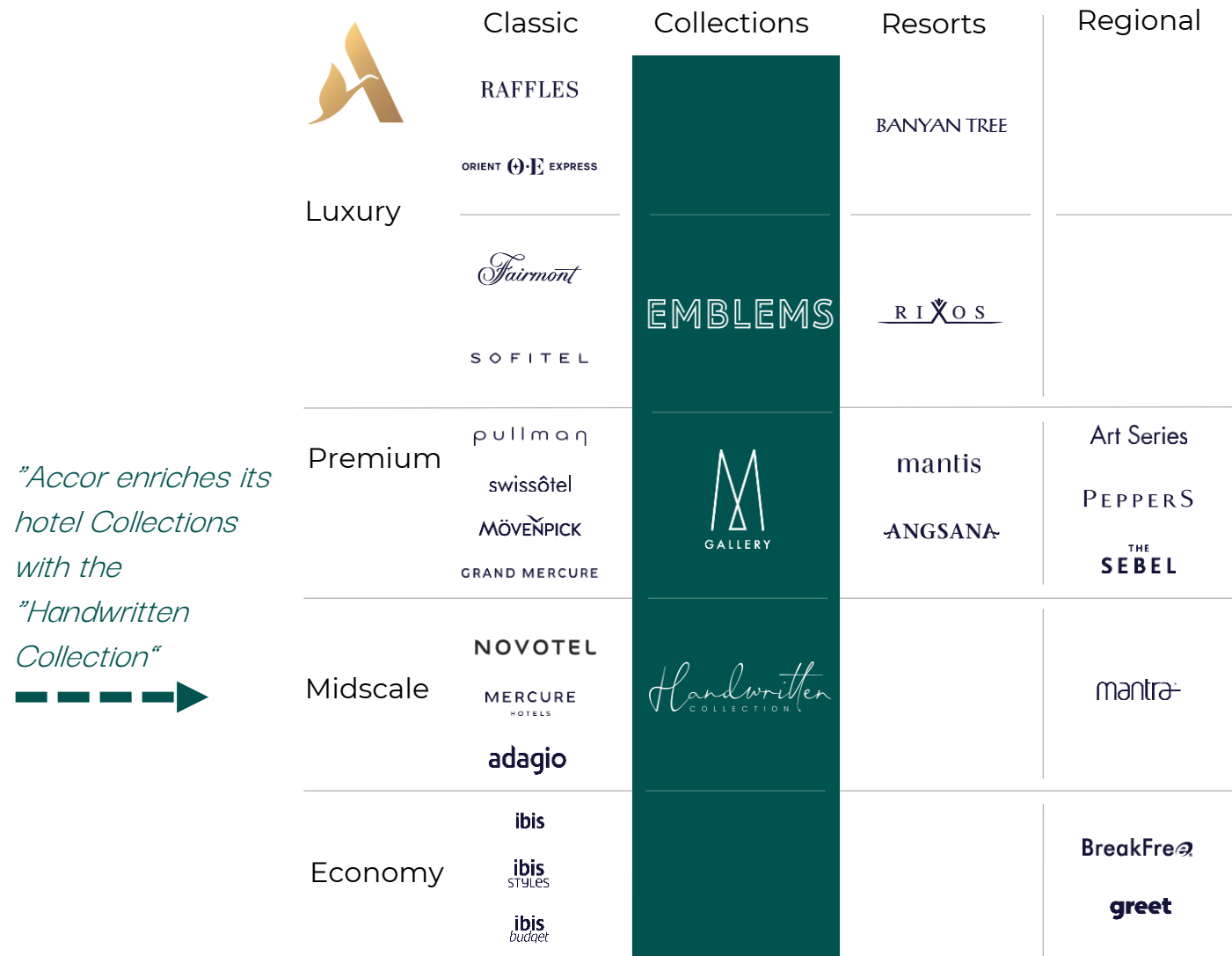


% Share of independent hotels

○ Accor target markets

Source: MKG - end 2020

HANDWRITTEN POSITIONING WITHIN THE ACCOR BRAND PORTFOLIO

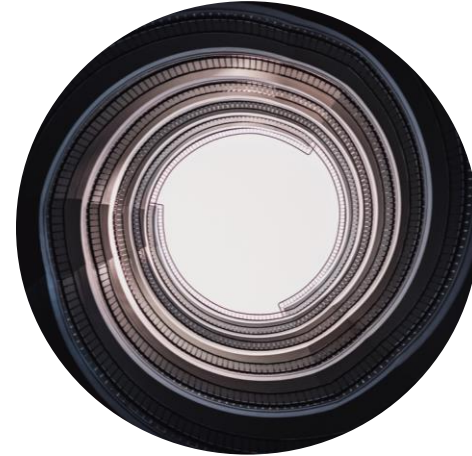


WHY JOIN THE HANDWRITTEN COLLECTION - USP_s



HANDWRITTEN CURATES CHARMING HOTELS

- Hotels with a strong and unique personality that keep their identity and name
- With a homely feel and stylish design



HANDWRITTEN IS FLEXIBLE

- Minimum requirements matching midscale standards
- Limited investment
- Flexibility of franchise contract



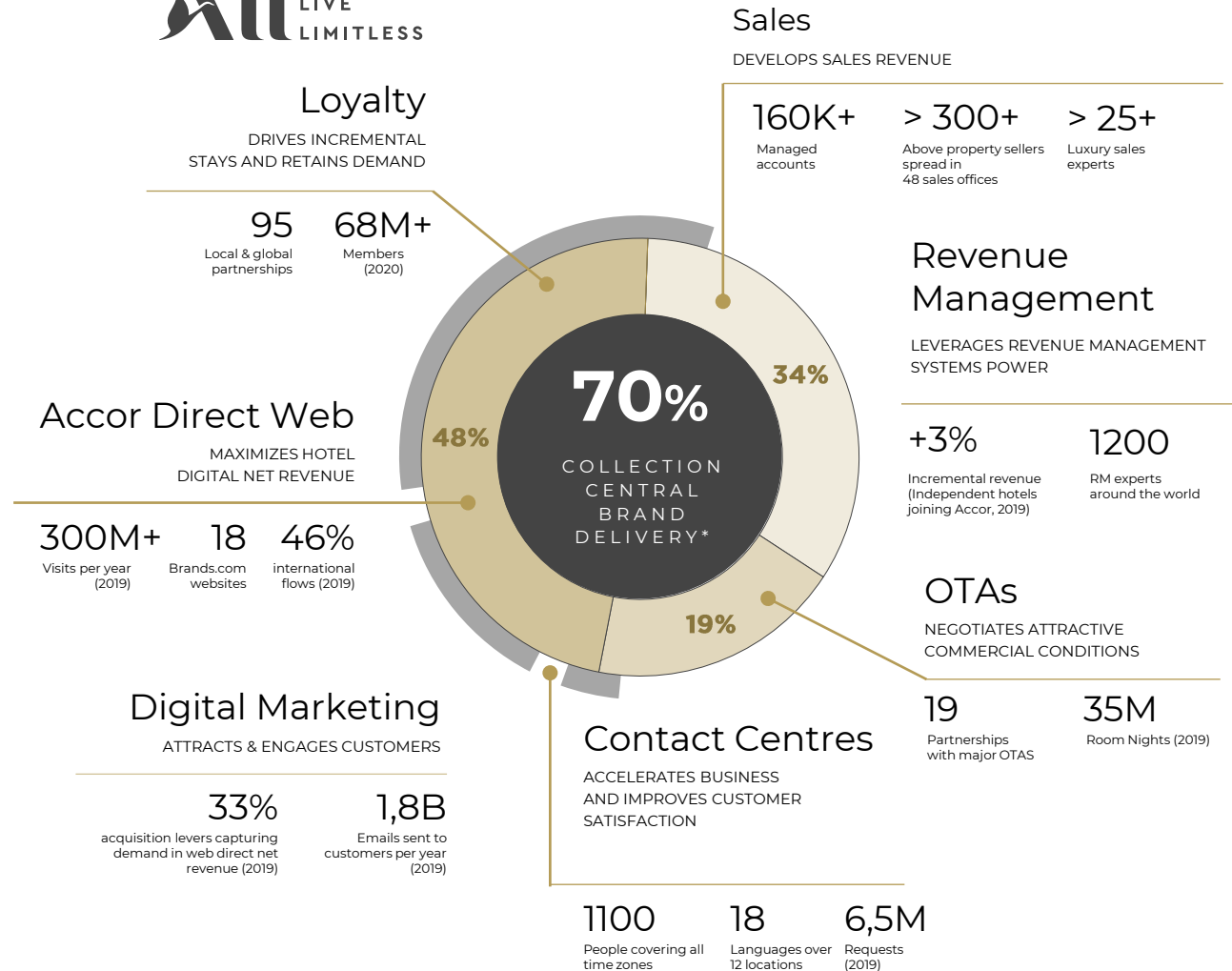
HANDWRITTEN OFFERS THE BEST OF BOTH WORLDS

- Stay unique
- Immediate ROI
- Maximize your revenue thanks to powerful Accor sales, distribution & loyalty platform from day one
- Optimize your costs and operations with best market conditions (OTA's contracts, procurement, etc.).

BOOST YOUR HOTEL BUSINESS DEVELOPMENT & DIVERSIFICATION



*CBD (Central Brand Delivery) measures the business in room nights brought by Accor to the hotel through the 3 main group levers: Distribution (through Central Reservation System - CRS), Loyalty & Sales. Figures as of end 2019 - Data from UPE MGallery CBD & Loyalty Contribution in RN



DIRECT BOOKING LOYALTY PROGRAM



THE ONLY LIFESTYLE

LOYALTY PROGRAM

NEW LIFESTYLE & AUGMENTED HOSPITALITY FRAMEWORK

Offering extended opportunities to earn & redeem points

NEW BENEFITS

- 38 Brands and +
- Suite Night Upgrade
- F&B outside a stay

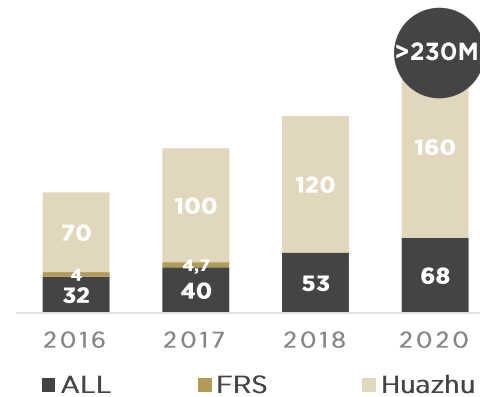
NEW PARTNERSHIPS

- PSG Games/Net media value +€200m to ALL
- AEG Worldwide arenas & festivals
- IMG Taste festivals

+ THE FAST GROWING

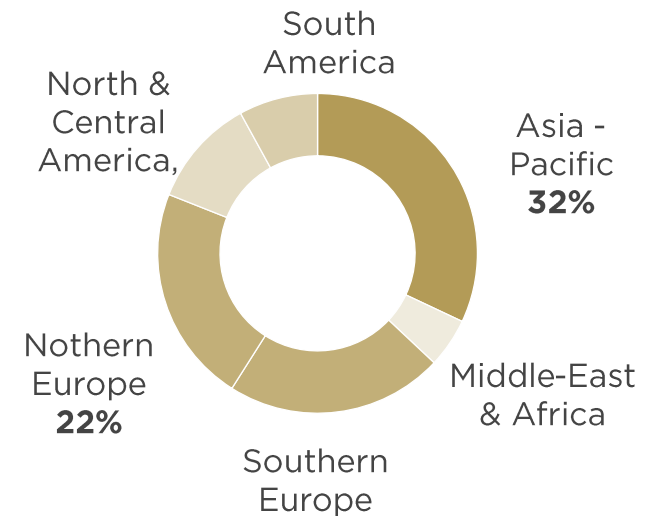
LOYALTY PROGRAM

- 68M Loyalty members worldwide
- x 3.6 Members stay twice more than non-members



+ THE MOST GLOBAL

LOYALTY PROGRAM



Figures as of end of 2019

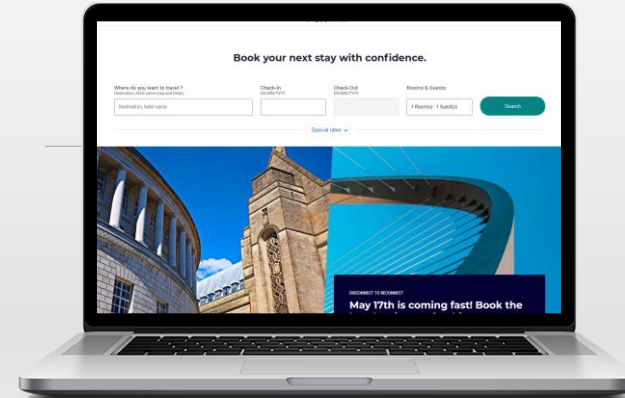
DIRECT BOOKING GUEST DIGITAL JOURNEY

HOTEL WEBSITE



- Each hotel can have its own D-EDGE website
- Handwritten Collection logo
- Connected to ALL.COM

ALL.COM MULTIBRAND PORTAL



- Handwritten Collection brand corner
- 300M Website + App visits
- 50% Mobile and App visits
- 2200 Destinations
- 18 Languages

3.

HANDWRITTEN
COLLECTION

WHAT DOES HANDWRITTEN COLLECTION STANDS FOR ?

Handwritten Collection gathers charming and stylish
places curated by thoughtful people.

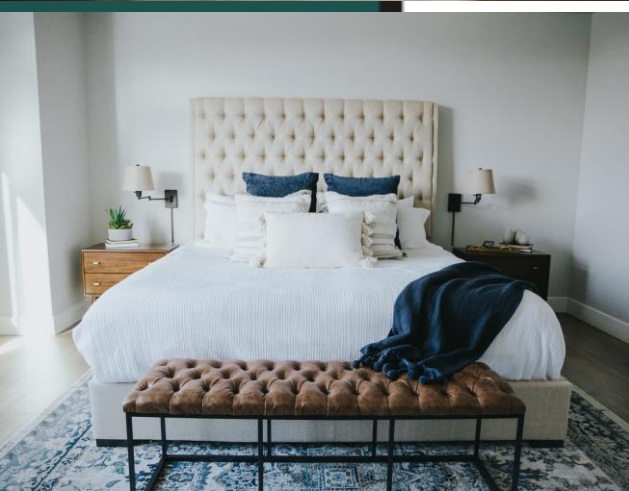
Each distinctive in its own right,
Handwritten Collection hotels intimately reflect the
warmth and personality of the people who look after
them.

As a guest, experience a refreshingly human stay– the
host's heart-warming welcome and personal touches, the
intimate and stylish design
- igniting connections and real conversations.





A COLLECTION OF
CURATED HOTELS





EACH HOTEL IN OUR COLLECTION IS
THE LIFE'S WORK OF REAL PEOPLE, THE EXPRESSION OF
THEIR CHARACTER, HEART AND PERSONALITY.

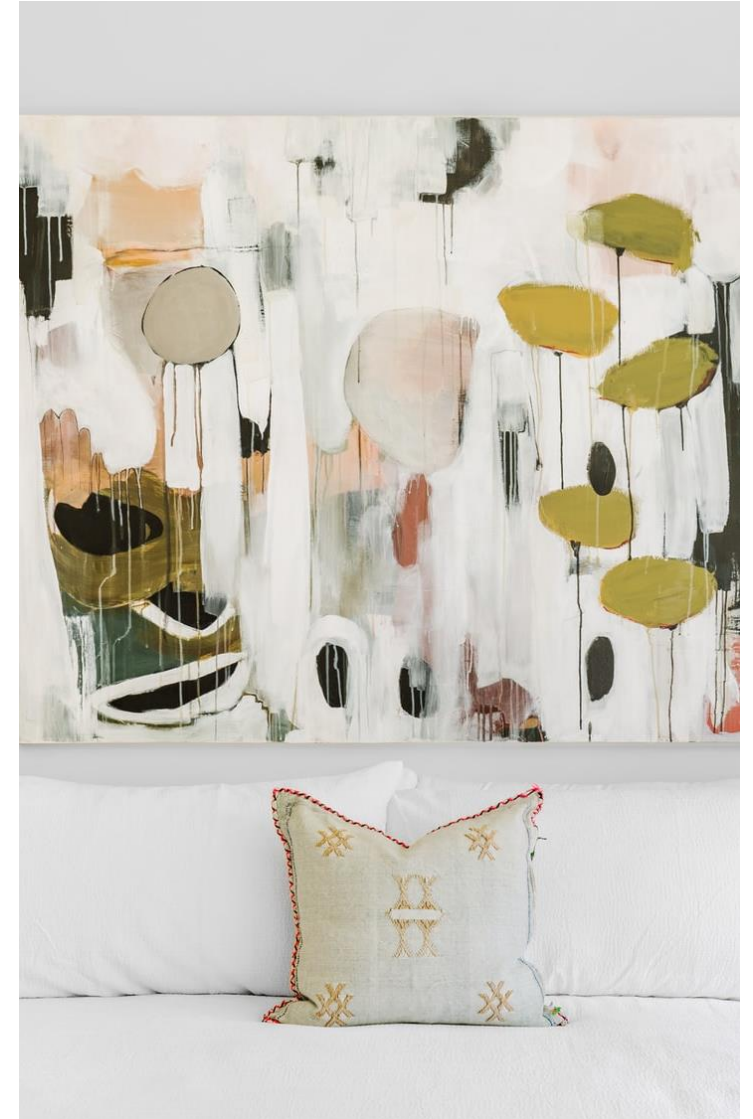
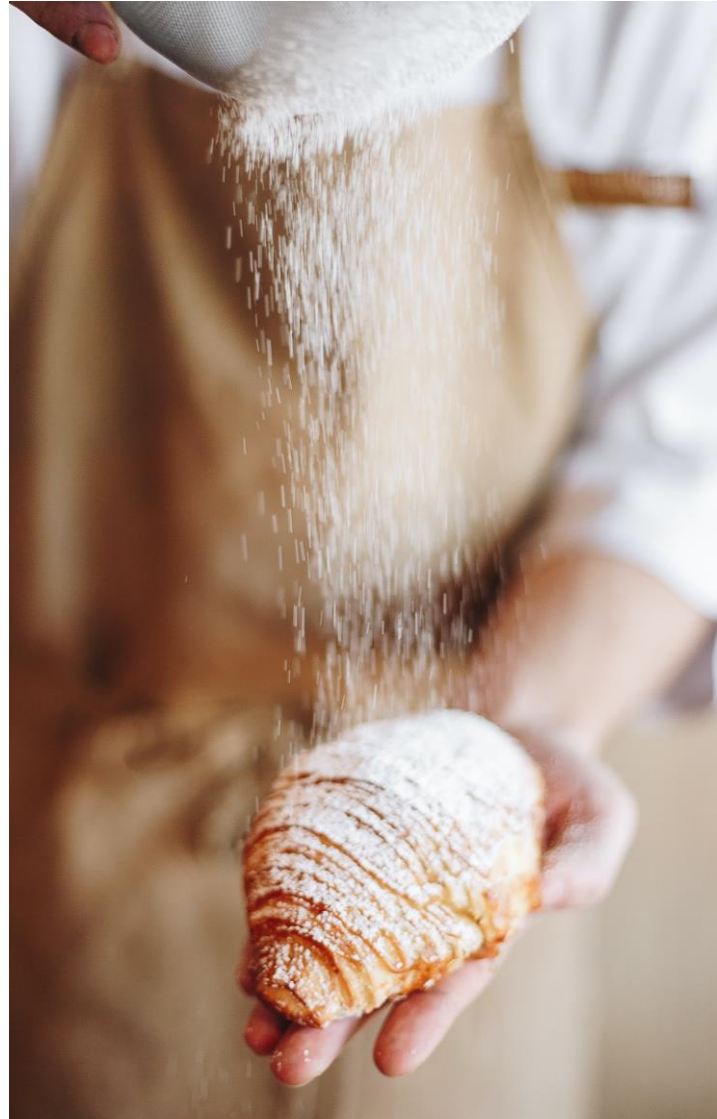


EACH HOTEL HAS ITS OWN PERSONAL TOUCHES FROM THE PEOPLE WHO LOVE AND LOOK AFTER THE PLACE ;
REFLECTING THEIR PERSONALITIES AND PASSION...



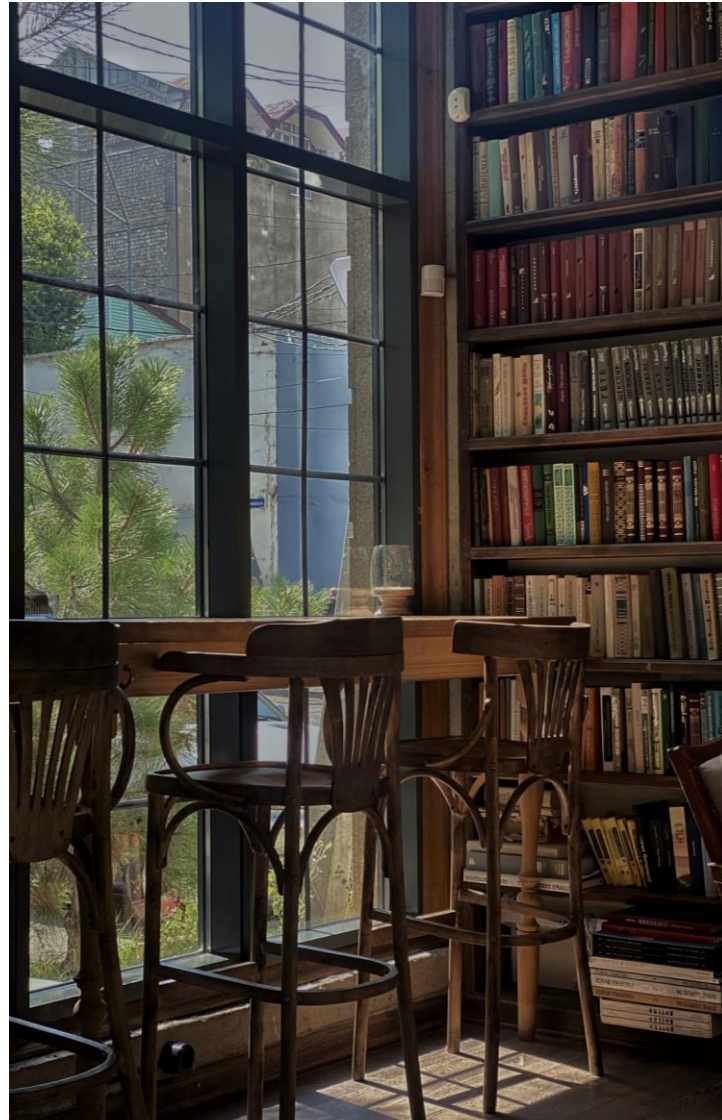
...LIKE A VINYL RECORDER...

EACH HOTEL HAS ITS OWN PERSONAL TOUCHES FROM THE PEOPLE WHO LOVE AND LOOK AFTER THE PLACE ;
REFLECTING THEIR PERSONALITIES AND PASSION...



... A SPECIAL PASTRY...

EACH HOTEL HAS ITS OWN PERSONAL TOUCHES FROM THE PEOPLE WHO LOVE AND LOOK AFTER THE PLACE ;
REFLECTING THEIR PERSONALITIES AND PASSION...



... A LIBRARY IN THE LOBBY...

DESIGN ETHOS

Curated, stylish and intimate spaces

that reflect an authentic story at each hotel

From traditional to modern assets, every property shows its own original design at its most creative.

We create inspired unique places thanks to a singular and personal design interpretation.

We value contemporary approach, tailored with consideration for each location.

BUILDINGS THAT STAND OUT

HEARTWARMING EXPERIENCES

BESPOKE STYLE

FLEXIBLE APPROACH



HANDWRITTEN GLOBAL FOOTPRINT - NETWORK

- **2** HOTELS IN THE NETWORK & **476** rooms

Opening 19 January 2023



Hotel Shanghai Sheshan Oriental,
Handwritten Collection,
378 rooms
Shanghai, China



Opening 19 January 2023



Le Saint Gervais Hotel & Spa,
Handwritten Collection,
76 rooms
Saint Gervais, France



HANDWRITTEN GLOBAL FOOTPRINT - PIPELINE

- **11** HOTELS IN THE PIPELINE & **831** ROOMS
- **>100** LEADS & **>10,000** ROOMS

Opening January 2023



Wonil Hotel Perth
Handwritten Collection,
66 rooms
Perth, Australia

Opening February 2023



Hotel Morris,
Handwritten Collection,
85 rooms
Sydney, Australia

Opening April 2023



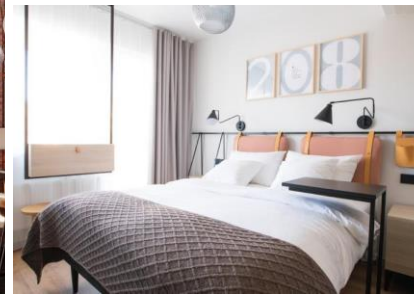
Splendid Hotel Lac d'Annecy
Handwritten Collection,
67 rooms
Annecy, France

Opening May 2023



Les Capitouls Toulouse Centre
Handwritten Collection,
55 rooms
Toulouse, France

Opening May 2023



Oru Hub Hotel,
Handwritten Collection,
55 rooms
Tallinn, Estonia

Opening July 2023



Relais San Martino,
Handwritten Collection,
31 rooms
Lecce, Italy

Opening Q1 2024



The Square Lodge Hotel
Handwritten Collection,
50 rooms
La Roche sur Yon, France

Opening Q2 2024



Hotel in Bucharest
Name to be confirmed
Handwritten Collection,
100 rooms
Bucharest, Romania,

Opening Q2 2024



Paris Montmartre Sacré Coeur
Name to be confirmed pre-opening
Handwritten Collection,
53 rooms
Paris, France

Opening Q2 2024



Sunrise Premium Resort Hoi An
Handwritten Collection,
228 rooms
Hoi An, Vietnam

Opening Q2 2024



Sol Hotel *Name to be confirmed*
Handwritten Collection,
41 rooms
Madrid, Spain

HANDWRITTEN COLLECTION AMBITION

NETWORK IN 10 YEARS AND TARGET COUNTRIES

#NB HOTELS GLOBAL POTENTIAL



TARGETED COUNTRIES

Europe

France, Italy, Spain, United Kingdom, Germany, Belgium, Netherlands, Austria, Switzerland, Poland, Czech Republic, Portugal, Greece, Hungary, Ireland, Israel, Scandinavia...

South America

Brazil, Argentina, Chile, Colombia...

Middle East, India, Africa

Turkey, Morocco, KSA, UAE, Qatar, ...

Asia

China, Thailand, Vietnam, Singapore, Hong Kong, Indonesia, Japan, Malaysia, South Korea...

Pacific

Australia, New Zealand...

DEVELOPMENT AND PROGRAMMING KEY CRITERIA

Conversion 80%
New build 20%

Franchise mode preferred
Management possible



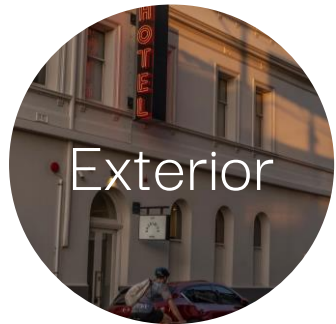
Trip Advisor Guest reviews
Minimum 4/5

	PRIME LOCATIONS	SECONDARY LOCATIONS	AIRPORTS SUBURBS
International capitals key cities & resorts	●	●	
Major domestic destinations	●	●	
Other cities & attractive touristic destinations	●		

		AAA ULTRA CITY CENTER LOCATION, HISTORIC CONVERSION	WORLDWIDE (WWW)
HOTEL	Number of rooms	50 – 150 keys	50 – 150 keys
	Room average size	-10% of ROW	20 – 25 m²
	TGFA / Room	50 – 60 m ²	60 – 70 m ²
RESORT	Number of rooms	50 – 150 keys	50 – 150 keys
	Room average size	20 – 25 m ²	26 – 36 m ² + balcony
	TGFA / Room	60 – 70 m ²	70 - 80 m ²
IN CASE OF A CITY HOTEL	Food & Beverage	<ul style="list-style-type: none"> • 1+ bar (mandatory) • 1+ restaurant (optional) 	
	Well-being	<ul style="list-style-type: none"> • Fitness Center (highly recommended) • Spa (optional) • Pool (optional) 	
	Meetings	<ul style="list-style-type: none"> • Meeting rooms (optional) • Ballroom (optional) 	

CUSTOMER JOURNEY

MINIMUM STANDARDS AT A GLANCE



Exterior

- One of the top leading buildings in the area
- Entrance Sign
- Parking service *
- Porter service*



Check in / out

- Entrance/lobby with character
- 24/7 front desk
- Mobile welcome*
- Accor key*
- Welcome ritual
- Fast check out



Social hub

- Concierge *
- Luggage service



F&B

- In house breakfast
- 24/ F&B offer
- Bar
- Restaurant*



Room

- Quality bed
- Quality amenities
- Turn down service*
- Flat TV screen
- Sheets & towels



Other facilities

- Meeting rooms / Ballrooms*
- Fitness*
- Spa*
- Pool*



Accor

- ALL Loyalty program
- Group CSR program
- ALL safe standards
- Standards and audits

VISUAL IDENTITY

[HOTEL NAME]+ HANDWRITTEN COLLECTION

LOGO

Handwritten
COLLECTION

ENDORSEMENT



MONTOLIU
HOTEL

ICONOGRAPHY



MONOGRAM

HL





THANK YOU